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ABSTRACT

The first 2 hours following a crisis can determine the public's lasting perception of an educational system or organization. Following the assumption that crises are inevitable, school administrators must be prepared to communicate quickly and accurately to avoid being judged unfairly. This book offers strategies to public-sector educators who are charged with crisis management. The first chapter defines "crisis" and identifies various types. Chapter 2 explores the hypothesis that the degree to which an educational institution is punished, paroled, or praised is strongly related to the quality of its crisis-management planning. Examples of effective crisis management in the private sector are described in chapter 3, with a focus on the case of Johnson and Johnson's response to the 1982 Tylenol tampering disaster. Strategies for establishing credentials before a crisis occurs are outlined in the fourth chapter. Chapters 5 and 6 describe the four key elements of crisis management, offer a crisis-response checklist, and present the scenario of a teachers' strike. The seventh chapter offers guidelines for dealing with the aftermath of a crisis. Chapter 8 offers 14 principles of crisis management, and the concluding chapter discusses noncatastrophic situations, including some sample response plans. Two figures are included. (LMI)

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